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25 September 1979

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MEMORANDUM FOR: Deputy Director for Administration  
Deputy Director for National Foreign Assessment  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Chairman, Executive Career Service

FROM: Deputy Director of Central Intelligence

SUBJECT: FY 1979 Annual Personnel Plan, Counseling Cases

REFERENCE: Memo to Heads of Career Services from DDCI,  
dated 19 June 1979, Subject: FY 1979 Annual  
Personnel Plan, Phase II

1. In referent memorandum I advised you of my concern in the disposition of counseling cases, particularly those in which no action had been taken. I then asked the Office of Personnel to take follow-up action on this important matter. I have just read their report and am generally pleased with the action taken to satisfactorily resolve the pending cases. It is clear that we have a good system for counseling our low performers and for effective solutions to the problems posed in resolving these cases to the betterment of both the individuals concerned and your directorates. I urge you to keep up your efforts in this area.

2. In regard to resolving the above-type cases, I suggest you give serious consideration to the following:

a. Make wider use of downgrading. In some cases a problem employee could become an effective performer if reduced in grade rather than terminated; and,

b. That after all reasonable attempts to salvage the employee have been unsuccessful, consider involuntary retirement or termination.

3. Procedures exist which Career Service Heads should utilize in the handling of these cases. In this regard, the resources of the Office of Personnel are available to provide you and your representatives with guidance and assistance.

/s/ Frank C. Carlucci

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